

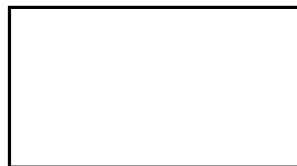
INTELLIGENCE COMMUNITY STAFF

9 March 1976

Mr. Richard Lehman



FYI. Here is a proposal concerning one aspect of the reorganization problem which you might like to comment on. [redacted] and [redacted] concur in general with this paper; it reflects some of the remarks made by [redacted] during the meeting here last week which you attended. This constitutes an informal sounding, since Hank hasn't read the paper yet.



C/PRD/IC

Attachment:

[redacted] Draft/9Mar76

☐ DRAFT/9 March 1976

25X1

MEMORANDUM FOR:

SUBJECT: Formation of a DCI (or CFI) Board to  
Handle Producer-Consumer Relations

REFERENCE: Memo for Acting D/DCI/IC from  
C/CS/ICS, dtd 5 Mar 1976

1. This memorandum elaborates on ☐ proposal that 25X1  
the DCI establish a board to advise him concerning the views and needs  
of the principal consumers of national intelligence. This board  
would not be an assembly of consumers (as was, for example, the  
NSCIC Working Group), but would, instead, consist of the heads of  
the major producing agencies, who would be charged with regularly  
soliciting and reporting the views of their consuming principals.

2. Specifically, under this scheme, the DCI would establish and  
chair a small committee on "consumer affairs," a National Intelligence  
Review Board (NIRB). This body would be on a theoretical par with  
(but be independent of) the National Foreign Intelligence Board (NFIB)  
(or whatever body replaces the USIB)\*.

-- In addition to the DCI, the NIRB would advise, as appropriate,  
the CFI, the NFIB and its committees, the NIOs (or their  
equivalent), and the IC Staff.

-- The D/DCI/CIA, the D/DIA, and the D/INR would be members.

The D/DCI/NIO (or his equivalent) could be a member, a

specified alternate to the D/DCI/CIA, or an observer.

The D/DCI/IC would regularly attend meetings as an observer.

-- The Secretariat of the NFIB would also serve NIRB. The IC Staff would provide support on request.

-- The NIRB would meet once a month on a regularly scheduled basis, more often if the occasion (e. g., a crisis) demanded.

3. At meetings of the NIRB, each member would express the interests and report the views and needs of his high-level consumers, having used whatever means he deemed most suitable and effective (including, as often as possible, direct contact between himself and his consumers) for obtaining the appropriate information.\* D/INR and D/DIA would cover consumers in their own departments. D/DCI/CIA and/or the D/DCI/NIO would be responsible for the NSC staffers and all other consumers (save the President). The DCI would, of course, be in touch with the President.

4. To quote

25X1

The intent of establishing such a Board would be to ensure that each major producer has a system for regular contact with major customers in order to identify problem areas of interest to the senior policy and operational levels for which new or different intelligence estimates or other products will be needed. These contacts also could obtain customers' reactions to recently disseminated national intelligence products. Consumers could be invited to meet with the Board, as appropriate, to discuss important or unusual problem areas. (underscoring mine)

*of the D/DIA*  
\*The NIRB itself should determine precisely who the principal consumers are. But, to illustrate the likely scope of NIRB's interests, we would say that the principal consumers are the SecDef, DepSecDef (Operations), C/JCS, A/SecDef/ISA, and the service secretaries.

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5. The creation of a National Intelligence Review Board would, *inter alia*:

- Demonstrate the Community's serious interest in establishing better relations with consumers;
  - Force intelligence producers to devote systematic attention to consumer-related issues; and
  - Encourage regular contacts between producers and consumers.
6. At the same time, the creation of this Board would not:
- Compromise the institutional integrity of the producing agencies (i. e., sanction regular end runs around individual agencies); or
  - Lead to the establishment of any new Community bureaucracies.

Nor would it:

- Provoke suspicion among consumers that they were being pressed into the service of the Community (i. e., it would recognize, rather than fight, the reality of consumer resistance to the establishment of formal organizations of consumers); or
- Generate the kind of confusion often associated with the activities of large committees with amorphous charters.

7. There can, of course, be no guarantee that the NIRB would function any more effectively than previous endeavors with similar

objectives. But, the NIRB holds some promise of success, I think, because it would be small, would not depart in principle from responsibilities already assigned to its members, and would not seek to persuade consumers to play roles they have no wish to play.

8. In a sense, this proposal represents a "minimalist" position: if adopted, it would likely do the least to disturb existing Community machinery <sup>would</sup> and demand the least from the consumers. Yet it provides <sup>both</sup> for the creation of a means (contacts between principal producers and principal consumers) to filter the often inchoate views of diverse consumers and the establishment of a top-level body (the NIRB itself) which could, in expert fashion, identify and attend to the problems at hand.

9. More ambitious schemes--those which advocate the reestablishment of panels of consumers--introduce larger issues. They risk the disruption of regular (and necessary) ways of doing business and--as history tells us--the institutionalization of consumer indifference. They raise hard questions about composition. Do the principal consumers become members of panels or do their representatives? How many consumers (or their representatives) are given membership?--too many and the panel is unwieldy, too few and legitimate interests are neglected. And, finally, they ~~pose~~ pose especially difficult problems of implementation--how should the Community translate consumer thought, as expressed by individual consumers, into intelligence action, as carried out by individual agencies?

NATIONAL INTELLIGENCE REVIEW BOARD (NIRB)

